

## **1. Make conducting business as simple as possible for our customers, stakeholders, and employees**

### **Objectives**

#### **1.1. Improve opportunities to file on time, pay on time, and receive prompt refunds**

##### Strategies:

- 1.1.1. Educate public on tax issues and easy ways to file and pay.
  - 1.1.1.1. Promote e-commerce with correspondence to taxpayers who need to file or pay. (RO)
- 1.1.2. Evaluate current return and payment processes for permit based taxes
  - 1.1.2.1. Complete sales and withholding by June 2008 (RO)

#### **1.2. Leverage E commerce and other technologies**

##### Strategies:

- 1.2.1. Expand electronic filing of returns options.
  - 1.2.1.1. Expand sales tax related filings by April 2008. (RO)
  - 1.2.1.2. Implement corporate returns by February 28, 2008. (RO)
- 1.2.2. Expand electronic payment options.
  - 1.2.2.1. Expand ACH debit options for income tax payments by January 2010. (RO, MS)
- 1.2.3. Use expanded technologies such as image and bar coding to process paper returns.
  - 1.2.3.1. Expand 2-D barcode to other tax forms by January 15, 2009. (RO)
- 1.2.4. Create the ability to electronically serve a levy to a financial institution
- 1.2.5. Develop and implement a plan for taking advantage of e-procurement opportunities available to the agency.
  - 1.2.5.1. IT will maintain participation in ITRMC initiatives to improve the e-procurement process for state agencies and local governments. (IT)
- 1.2.6. Configure and install GenTax.NET to provide "self-service" reports and information for agency staff and stakeholders, and allow secure taxpayer access to their own data on agency systems.
  - 1.2.6.1. IT will take the lead on implementing Taxpayer Access Point in GenTax by the end of fiscal year 2009. (IT)

#### **1.3. Simplify the production and offering of forms, publications, and procedures**

##### Strategies:

- 1.3.1. Create easy-to-understand publications using clear, concise English and professional design elements.
  - 1.3.1.1. Develop an automated process by December 2008 to review documents at least every two years for ease of reading, design, consistency of message, and determine if documents should be made electronic. (C&O)

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- 1.3.2. Create an automated document approval process.
  - 1.3.2.1. Survey users by December 2007. (C&O)
- 1.3.3. Expand fill-in electronic forms distribution for property tax.
- 1.3.4. Expand the forms design process to improve data capture from images.

### **1.4. Continue to develop and expand customer feedback**

#### Strategies:

- 1.4.1. Research methods of obtaining customer feedback.

### **1.5. Seek and implement efficiencies, improvements and innovations in agency programs and services**

#### Strategies:

- 1.5.1. Integrate needed programs and functions into GenTax.
  - 1.5.1.1. Add Kilowatt (KWH) tax by July 2008. (RO)
  - 1.5.1.2. Add Railroad (RR) car companies by July 2008. (RO, CS)
  - 1.5.1.3. Add a Tax Policy and Legal module by July 2009. (RO)
  - 1.5.1.4. Expand e-file of W2 for small employers by January 2008 (RO)
  - 1.5.1.5. Expand e-file for employers using FTA "Fset" standard by January 2009 (RO)
  - 1.5.1.6. Provide efile of 1099s by January 2009 (RO)
  - 1.5.1.7. Implement temporary permit process January 2008 (RO, AC, IT)
- 1.5.2. Increase audit efficiency.
  - 1.5.2.1. Increase the number of non-filers contacted in FY 2008 by 10% with existing staff. (AC)
- 1.5.3. Improve management of A/R balance.
- 1.5.4. Establish County Support Division technical advisory committee consisting of stakeholders and experts.
  - 1.5.4.1. Create a committee that will research optional methods of valuation. This committee shall consist of County Support personnel, Stakeholders and third party consultants by May 2008. (CS)

### **1.6. Keep the IT infrastructure current**

#### Strategies:

- 1.6.1. Create and annually update an agency IT Plan that projects infrastructure needs and upgrades along with anticipated new technologies.
  - 1.6.1.1. IT will draft the agency IT plan by September 1 annually and submit to ITRMC. (IT)
- 1.6.2. Define infrastructure needs at the beginning of the fiscal year and prioritize them for funding based on savings during the fiscal year.
- 1.6.3. Create a wireless work environment
  - 1.6.3.1. Create the infrastructure to support wireless connectivity for the agency by end of 2007. (IT)

## **2. Recruit, develop, retain, and value a high quality, workforce**

### **Objectives**

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### **2.1. Provide a work environment conducive to employee satisfaction**

#### Strategies:

- 2.1.1. Identify the training requirements for each role in the agency.
  - 2.1.1.1. Create an initial IT Training Plan by December 2007 and regularly update it. (IT)
  - 2.1.1.2. Identify the training requirements for Audit and Collection positions by July , 2007 (AC)
- 2.1.2. Develop a communication strategy with staff to ensure employees are informed and have the ability to provide input.
  - 2.1.2.1. By December 2007, develop an education and training plan to educate agency employees on IT services and capabilities, and train them on their use. (IT)
- 2.1.3. Continue non-monetary award system.
  - 2.1.3.1. Publicly recognize employee achievements on the intranet. (C&O)
- 2.1.4. Develop a culture that encourages innovation.
  - 2.1.4.1. Continue using the intranet and other methods to promote innovative ideas. (C&O)
- 2.1.5. Create a work-from-home workforce of 10% of RO permanent staff by July 2008

### **2.2. Institute a workforce plan**

#### Strategies:

- 2.2.1. Implement an agency-wide workforce plan.
  - 2.2.1.1. Facilitate ISTC workforce planning and implementation by January 2008. (HR)
- 2.2.2. Design and implement career strategies for employees.
  - 2.2.2.1. Provide a model to design career strategies for employees. (HR)
  - 2.2.2.2. Facilitate the process to establish and implement career strategies for employees. (HR)

## **3. Build and strengthen relationships with our customers and stakeholders**

### **Objectives**

#### **3.1. Continue and expand outreach and education efforts**

##### Strategies:

- 3.1.1. Create a public relations plan and budget for communicating changes and educating taxpayers.
  - 3.1.1.1. Research current public relations efforts throughout the agency by September 2007. (C&O)
  - 3.1.1.2. Reevaluate agency image and develop branding strategy by December 2007. (C&O)
  - 3.1.1.3. Finalize public relations plan and budget by 07/2008. (C&O)
- 3.1.2. Continue participation in governmental association meetings.

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3.1.3. Promote and encourage active involvement with stakeholders.

3.1.3.1. Every effort should be made to attend conferences held by the Stakeholders, not only to provide input but to become more educated about the issues concerning the Stakeholders annually.

### **3.2. Maintain, expand, and improve vendor partnerships**

#### Strategies:

3.2.1. Encourage a Memorandum of Understanding (MOU) whenever possible between vendors and the ISTC in order to clarify working relationships.

3.2.1.1. Develop and maintain a standard MOU that can be utilized for vendors with similar products and services consistent with the ongoing process within the Technical Support Bureau. (CS)

## **4. Promote fairness, consistency, and uniformity in the development and administration of tax law and policy**

### **Objectives**

#### **4.1. Improve the rules process**

##### Strategies:

4.1.1. Include stakeholders in periodic committee meetings to elicit input and feedback.

4.1.1.1. Convene meetings, at least annually, to encourage input from Stakeholders.

4.1.2. Give presentations on rules to both employees and external stakeholders.

4.1.2.1. Update, at least annually, all interested parties on Rule changes.

#### **4.2. Participate in uniformity efforts at the state and national levels**

##### Strategies:

4.2.1. Assist and participate in state and national forums, and national professional associations.

4.2.1.1. Stay abreast of important technology issues by maintaining participation in state and national technology organizations such as ITRMC, MTC/FTA, TIGERS and others. (IT)

#### **4.3. Develop processes to ensure quality**

##### Strategies:

4.3.1. Implement a quality management system based on industry standards and best practices.

4.3.1.1. By July 2008, implement a quality management system based on industry standards and best practices. (IT)

4.3.2. Implement a process to insure quality and consistency and train employees on it.

4.3.2.1. Develop agency operational policies that cover administrative direction not found in statutes and rules. (RO, AC)

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- 4.3.3. Maintain a quality system to ensure consistency of work products prior to distribution to stakeholders.

### **5. Exercise security and maintain confidentiality of information**

#### **Objectives**

##### **5.1. Provide a secure Agency for employees and taxpayers**

###### Strategies:

- 5.1.1. Prevent, detect, and respond to attempted breaches to agency security.
  - 5.1.1.1. The Security Operations Committee will work agency wide in a joint effort to strengthen controls and procedures to implement better internal controls. This will be an on going process. (SOC)
  - 5.1.1.2. By the end of calendar year 2007, create and establish a periodic IT security review process with appropriate metrics and measurement criteria based on industry, ITRMC, IRS and other applicable standards. (IT)
- 5.1.2. Improve security awareness in the organization.
  - 5.1.2.1. The Security Operations Committee will continue to develop and present security awareness training to all agency employees. (SOC)
  - 5.1.2.2. The Security Operations Committee will develop and present training to supervisors on GenTax permissions and functionality as well as the use of control and unusual transaction reports. (SOC)
- 5.1.3. Develop self-assessment audit programs.
  - 5.1.3.1. The Security Operations Committee will develop a self-assessment audit program for various areas and responsibilities beginning with physical security area . (SOC)
- 5.1.4. Solicit employee input on security issues/concerns.
  - 5.1.4.1. As part of the annual security training program, encourage employees to bring up to the Security Operations Committee their security issues and concerns. (SOC)
  - 5.1.4.2. The Security Operations Committee will solicit input from Division Administrators and Commissioners as to their concerns on internal controls on an on-going basis. (SOC)

##### **5.2. Develop, implement, and maintain a business continuity plan**

###### Strategies:

- 5.2.1. Assure that all critical business areas and processes develop a business continuity plan by July 2008.
- 5.2.2. Develop, maintain and test a Disaster Recovery Plan.
  - 5.2.2.1. By July 2008, develop, maintain and plan to test an IT disaster Recovery Plan based on the agency's Business Continuity Plan. (IT)

##### **5.3. Emphasize appropriate privacy while recognizing public information requirements**

###### Strategies:

- 5.3.1. Develop an agency-wide privacy assessment and awareness program.

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- 5.3.1.1. By the end of FY08, IT will take the lead on an agency-wide privacy assessment and awareness program. (IT)
- 5.3.2. Develop and implement an agency Privacy Policy.
  - 5.3.2.1. By the end of calendar year 2008, IT will take the lead on development of an agency Privacy Policy and plan for its implementation. (IT)

### **5.4. Improve documentation and procedures**

#### Strategies:

- 5.4.1. Review processes to identify those where current documentation practices and processes are insufficient.
  - 5.4.1.1. By the end of calendar year 2008, review processes to identify those where current documentation practices are insufficient. (EOC)

### **5.5. Develop, implement, and maintain an information life-cycle management plan.**

#### Strategies:

- 5.5.1. By the end of FY08, IT will take the lead on development of an agency Information Life-Cycle Management plan.
  - 5.5.1.1. Research industry best practices and by the end of FY08, deliver a plan to the IT Steering Committee for implementing information life cycle management.